The Copyrighted picture is omitted because it is not essential to understanding this publication.

WASHINGTON IN THE SERVICE OF HIS COUNTRY

Following the victory at Yorktown in 1781, the Continental Army moved into quarters a Newburgh, New York, to wait for peace with Great Britain. After months of waiting, many officers became disaffected. They were angry because the weak government under the Articles of Confederation proved unwilling to supply the Army properly or even to pay the men.

Some officers began to suggest that the Army should compel Congress to meet its demands. In May 1782, one discontented colonel even suggested that Washington should restore order by making himself King George I. Washington rebuked him: "Be assured, Sir, no occurrence in the course of the war has given me more painful sensations than your information of... such ideas existing in the Army... I am much at a loss to conceive what part of my conduct could have given encouragement to an address which to me seems big with the greatest mischiefs that can befall my country."

This was Washington's greatest moment. Had he succumbed to the temptation to seize power, he would have destroyed all for which the Revolutionary War had been fought. In acting as he did, he established firmly the subordination of the country's armed forces to those precepts of democracy which would later be enunciated in the Constitution. His action and words likewise demonstrated the model of selfless-service which is so essential to the credibility of a professional military force. Had he done nothing else, this single act would have been sufficient to establish Washington as the Father of his country.

***FM 100-1**
Headquarters
Department of the Army
Washington, DC, 14 June 1994

THE ARMY

FOREWORD

The U.S. Army is a doctrine-based organization in a values-centered profession. Our doctrine establishes a common language for professional soldiers, communicates institutional knowledge, and establishes a shared understanding of organizational purpose. The 1994 version of FM 100-1, *The Army,* is the foundation for all Army doctrine. From our doctrine flows how we think about the world and how we train, equip, and organize our forces to serve the Nation.

In 1989 the world changed. When we watched the Berlin Wall fall, we knew that it was an historic moment, and the past five years have proved our intuition correct. The international environment today is substantially different from the one the Nation faced during the years of the Cold War, and the publication of this manual, along with the 1993 edition of FM 100-5, *Operations,* represents the continuing progression of the Army's intellectual adaptation to the changed strategic environment.

In the midst of a changed world, FM 100-1 reaffirms the Army 's basis in the principles of our Nation's founding. The essence of the Army, our values, our professional ethos, our basis in the Constitution and the laws of the Nation, are constants upon which the citizens of the United States rely. The soldiers of America's Army are citizen-volunteers who serve in either the active or reserve components; volunteers who serve the Nation in every state, city and to wn in the United States. We are the Army of a democratic nation and our institutional core is selfless service to the Nation as prescribed by the Constitution.

While the professional basis of the Army is unchanged, our professional knowledge continues to evolve to account for modern challenges. FM 100-1 documents that intellectual evolution and establishes warfighting principles for the employment of the Army which are relevant to the contemporary environment. The Army is a learning organization: we have learned to succeed across the full range of conflict and instability that may require military organizations and capabilities. This manual incorporates those lessons.

For over two hundred years the Army has served the United States in war and peace. Our tradition of selfless service that began under George Washington remains as the bedrock of the Army today. Our tradition of delivering success at whatever the Nation asks of us is strengthened through our understanding and articulation of the modem principles of war included in this manual. Our tradition of citizen-soldiers with its roots in the colonial period is as viable and important today as at anytime in our history. We are an Army that is rooted in the traditions of our democracy and an Army that leads the world in the theory and practice of warfighting. The Nation expects and needs us to lead the world on both accounts. America's Army is today, and must remain in the future, trained and ready for our Nation's call.

GORDON R. SULLIVAN
General, United States Army
Chief of Staff

*This publication supersedes FM 100-1, 10 December 1991

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By Order of the Secretary of the Army

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PREFACE

FM 100-1, *The Army*, expresses the Army's fundamental purpose, roles, responsibilities, and functions, as established by the Constitution, Congress, and the Department of Defense. As the Army's cornerstone document, FM 100-1 defines the broad and enduring purposes for which the Army was established and the qualities, values, and traditions that guide the Army in protecting and serving the Nation.

"To be prepared for war is one of the most effectual means of preserving peace."

George Washington
1790

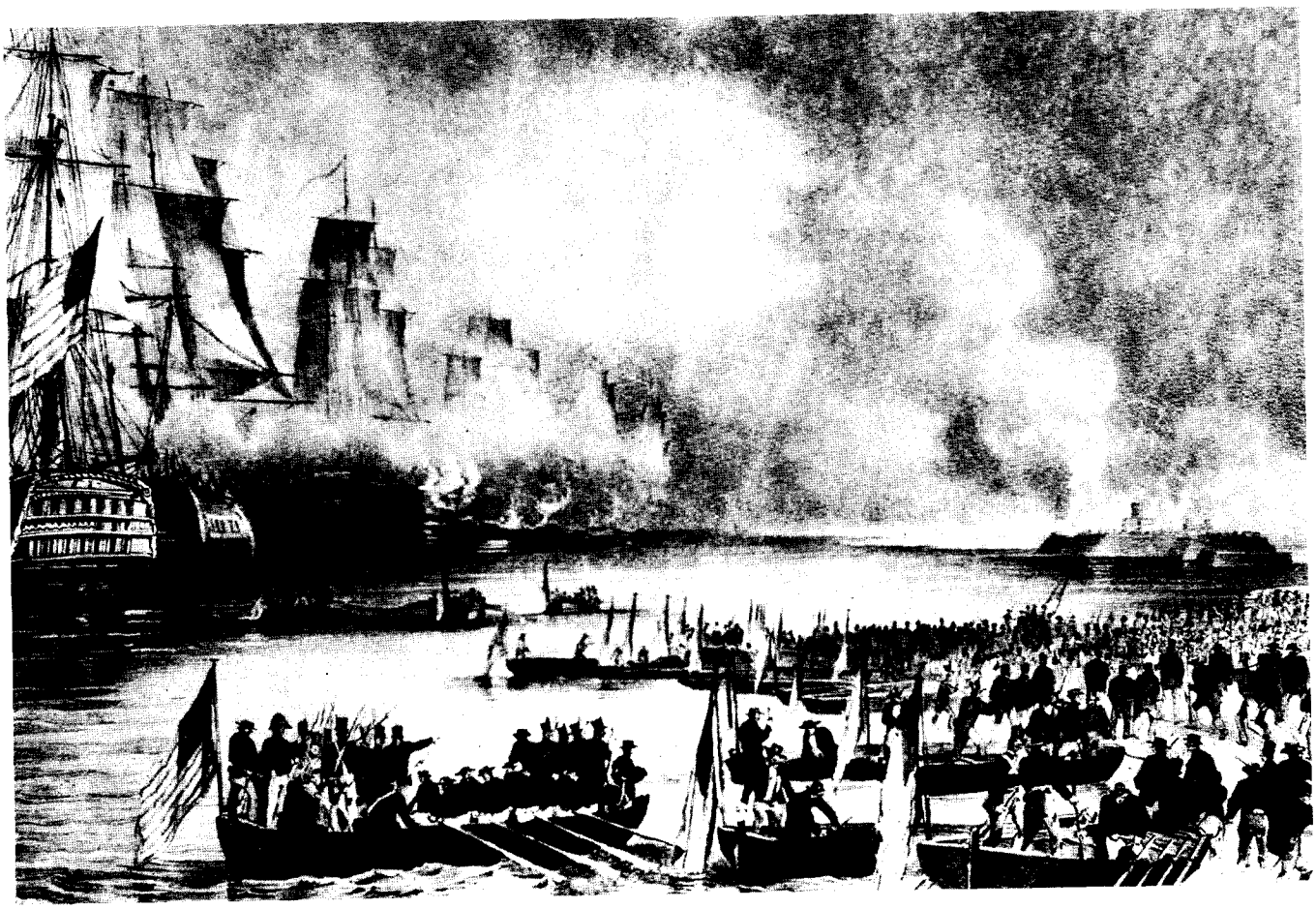
This manual is a primer on the history, legal origins, and justification of the Army. It describes how the Army works to "provide for the common defense" and "promote the general welfare." It explains the Army's strategic role in national security. It describes how Army forces accomplish their assigned missions as a component of unified or joint commands, integrating the capabilities of the other services to achieve national military objectives.

FM 100-1 provides a foundation for the Army's basic operational doctrine, expressed in FM 100-5, *Operations*, and joint doctrine, set forth in Joint Pub 3-0, *Doctrine for Joint Operations*. All other Army doctrine flows from the principles and precepts contained in this manual. The American Army is a doctrine-based, value-centered organization committed to serving the nation.

VERACRUZ: LONG RECORD OF SUCCESSFUL JOINT OPERATIONS

In 1846, to bring the government of Mexico to terms, the United States planned to occupy the capital, Mexico City. General Zachary Taylor was unable to threaten the capital. President Polk dispatched 12,000 troops under Lieutenant General Winfield Scott to land at Veracruz and march directly to Mexico City. Navy Commodore David Conner had undisputed command of the Gulf. Scott's transports joined Conner at anchorage a few miles south of Veracruz, creating the largest American amphibious fleet until World War II. Scott and Conner picked a strip

of beach three miles south of Veracruz for the landing. The assault force transferred to surf boats. Mexican cavalry appeared, but withdrew. On signal from General Scott's command ship, the first wave headed for the beach and landed, not under fire, but to cheers from the fleet and the strains of the "Star Spangled Banner." Veracruz surrendered after a three-day bombardment by naval guns afloat, and with Army and Navy guns ashore. With 300 Marines, who fought the first inland battle in Marine Corps' history, Scott rapidly moved inland and seized Mexico City. Scott and Conner's successful cooperation created a model for future joint operations.



Landing the Army at Veracruz, 1846

PROLOGUE

"A country and government such as ours are worth fighting for, and dying for, if need be."

General William Tecumseh Sherman
1875

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America's Army

The Army and the Birth of the Nation. The American Army was created on June 14, 1775, when the Continental Congress first authorized the muster of troops to serve under its own authority. Those soldiers came from the provincial forces of the colonies, which were at that time laying siege to Boston. From its birth, the American Army has relied on the citizen soldier, exemplified by the militia and the Minutemen who fought the British at Lexington and Concord. Commanded by General George Washington and supported by our French allies, the Continental Army defeated the British at Yorktown and secured the freedoms so eloquently stated in the Declaration of Independence. Thus, the birth of the Army preceded and guaranteed the birth of the Nation.

The Army in Service to the Nation. In the Constitution of the United States, the Founding Fathers provided that Congress shall have power "To raise and support Armies" and to "provide for the common defence." The army raised for the nation's defense incorporates two uniquely American ideas: civilian control of the armed forces, and reliance on the citizen soldier. Over the years, the organization and structure of the Army have adapted to each challenge the Nation has faced, but these basic ideas have remain unchanged.

As the Nation grew, the Army defended the frontiers, protecting the nation's growth. The Army served the domestic needs of the Republic quietly and efficiently, often because it was the only organization with the training,

"Our people have always counted with complete confidence upon the loyalty, devotion to duty, and professional ability of the Army, and upon its efficiency in coping with problems incident to war, to earthquake, fire, flood, and drought. Its latest accomplishment has demonstrated its value as an agency splendidly trained and organized to meet and solve, upon a moments notice, administrative and organizational problems of nation wide scope and magnitude."

**General of the Army
Douglas MacArthur
1933**

discipline, skills, and resources to do the work. Exploration, harbor development, and improvement of river navigation were among the early civil works services provided by the Army. Other significant contributions over the years included forming the nation's first modern weather service; supervising the building of the Panama Canal; providing the first air mail service; and serving as the executive agency for the Civilian Conservation Corps. These examples of domestic missions, at home and abroad, highlight the Army's long and important record of peacetime service to the Nation.

CCC road building, 1932

DEVELOPING INLAND WATERWAYS AND COMMERCE

In 1837 Lieutenant of Engineers Robert E. Lee led a small party to survey the rapids on the Mississippi River above Des Moines, Iowa, for navigation. By late September, the party finished surveying the upper rapids, returned to Saint Louis, and found another project to occupy the winter months. The Missouri and Mississippi ran together a few miles above the town. This confluence created two islands and a sand bar, which threatened to ruin Saint Louis as a river port. After surveying the various features, Lee proposed a plan that would divert the waters of the river so as to wash away one of the islands and the bar that was growing between them. As construction went along and he saw how the river responded, he made some careful changes in design. His first dike produced better results than planned and gave Lee an idea about how to build a second one. The merchants of Saint Louis were thrilled. When the cost of the whole project exceeded what Congress would authorize, local citizens pledged enough money for Lee to finish the project as he proposed it. The completed dikes caused business to boom. In August 1838, with the river tamed, Lee was promoted to captain.

The Army's Fundamental Purpose. The Army's fundamental purpose is to fight and win the Nation's wars by establishing conditions for lasting peace through land force dominance. This dominance is established through integration of the complementary capabilities of all the services. With this fundamental purpose in mind, the framers of the Constitution intended that armies were to be raised to "provide for the common defence" and, together with the

"The real object of having an Army is to provide for war."

Elihu Root
1899

Navy, to "repel invasion." Throughout the formative years of the Nation, the Army responded—on the frontiers, in the War of 1812, in the War with Mexico—in fulfillment of this role. During the Civil War, the Army was called upon to support another clause of the Constitution, to "suppress insurrection." As the Nation became a colonial power following the Spanish-American War, the Army was called upon to secure and administer the new territories.

"I cannot speak too highly of the work of the army in the Philippines. The officers and men have been equal to the best requirements, not only of military service, but of civil administration with which they were charged in all its details from the date of our occupancy in August, 1898."

Elihu Root
1901

When the United States became a world power in the 20th century, the Army was called upon to defend our national interests and rights on a wider scale that drew us into alliances in regions far removed from our shores. In the combat operations of the World Wars, in Korea, Vietnam, and the Persian Gulf, the Army responded to the call to duty and performed that duty well. In the 40-odd years of Cold War, in many locations around the world, the Army performed a deterrent role as part of the containment strategy. In other places, at other times, the Army fulfilled the Nation's expectations in operations too small to be called "wars," although no less dangerous. To the soldiers on the ground, Operations URGENT FURY in Grenada and JUST CAUSE in Panama were indistinguishable from the combat operations of their forefathers. Operations PROVIDE COMFORT in Iraq and RESTORE HOPE in Somalia, although peace operations, also proved to be dangerous. However, like those who went before them, American soldiers responded readily in fulfilling the unlimited liability aspect of their contract. Knowing that simply joining the Army demands a willingness to place one's life at risk, many have still joined and made the ultimate sacrifice.

The Comandancia, Operation Just Cause.

The Uniqueness of the Army. The realities of modern combat and the employment of modem technologies have not changed the Army's role. Under Title 10, United States Code, the Army provides to the unified or joint force commander the capacity for land force dominance. This dominance is attained through the application of overwhelming combat power by the world's best soldiers, who employ the most modern

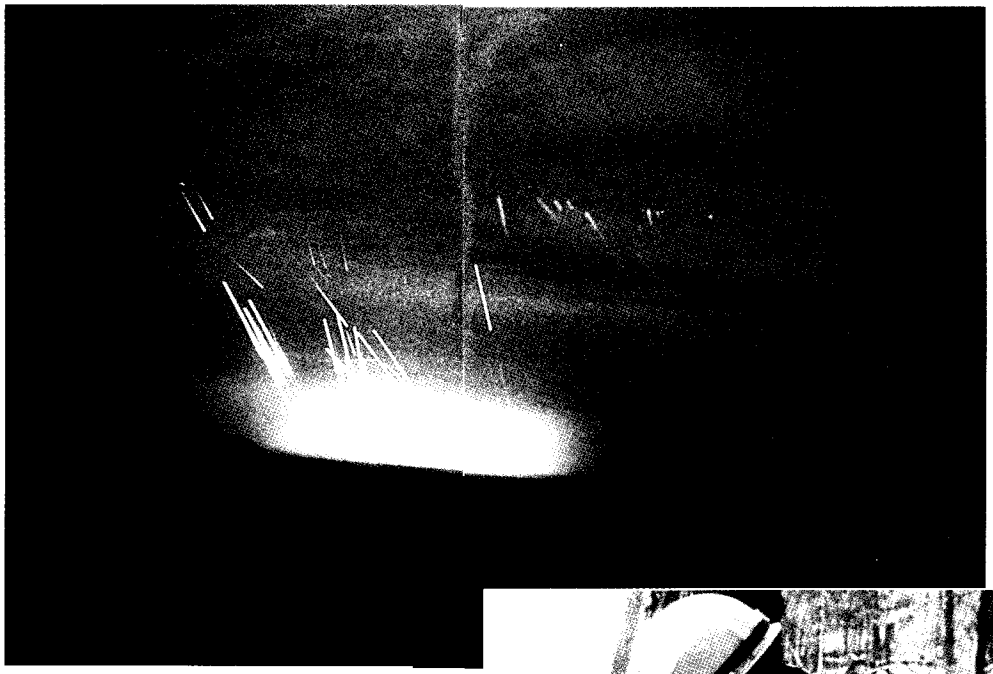
technological equipment, and are trained and led according to superior doctrine to accomplish each mission with minimum casualties and collateral damage.

Meeting the Russian Army, 1945

> "Then a stranger thought struck me. Namely that it was I who stood on the German Elbe—not a neutral visitor from Mars, but a taxpaying citizen of the U.S.A. without a passport or visa, five thousand miles from home. With me on the levee were fifty more Americans, behind us ten thousand more, and linked to us across half the width of Europe a hundred divisions more."
>
> Howard K. Smith

While other services may attack the land and structures and peoples upon it, only the Army, by its long-term physical presence, can compel lasting change.

Patrolling the Korean DMZ.



Two Kinds of Fires
...one Army

CHAPTER 1
THE PROFESSION OF ARMS

Introduction

The men and women serving in America's Army are members of an old and noble profession, rich in heritage and steeped in tradition. The concept and the nature of national defense in which they participate was defined during the debates at the Constitutional Convention and recorded in the *Federalist Papers*. The great changes inhuman and scientific affairs have had a dramatic effect upon the actual practice of the profession of arms. The frontier militiamen defended hearth and home armed simply with musket and hatchet. His descendants control hundreds of times more killing power and find themselves defending American vital interests, common rights, and individual freedoms in remote corners of the world. Nevertheless, through all these changes, the basic leadership skills required of George Washington, Ulysses S. Grant, John J. Pershing, Dwight D. Eisenhower, or George C. Marshall have changed as little as the principles of war and the ethos and professional qualities inherent in the profession of arms. These skills remain the foundation of our doctrine and the unique American way of waging war. Similarly, previously unwritten principles have guided military leaders when engaged in operations other than war.

"The profession of arms calls upon the skill and sacrifice of its members in ways that no other profession has or will."

A Senior Leader
1993

The Army Ethos

Sound leadership and principles of war are necessary, but not sufficient to explain the American tradition of the profession of arms. Leadership and willing obedience to commands are built on a shared set of values, an ethos.

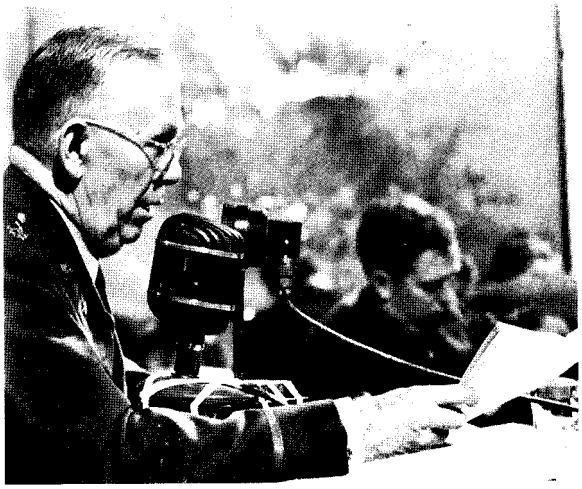
The Army ethos, the guiding beliefs, standards and ideals that characterize and motivate the Army, is succinctly described in one word— **DUTY. Duty** is behavior required

"We must base what we do on principles and stand for them; we must attempt to be, insofar as fallible humans can be, selfless rather than selfish; people who serve a country must always think of themselves last."

A Senior Leader
1993

by moral obligation, demanded by custom, or enjoined by feelings of rightness. Contained within the concept of duty are the values of **integrity** and **selfless service,** which give moral foundation to the qualities the ethos demands of all soldiers from private to general officer.

As implied by the descriptive values of **Integrity** and **Selfless Service,** a soldier's performance of duty is the central measure of his or her character. While many aspects of these values are governed by the Uniform Code of Military Justice, other elements are governed by convention, tradition, and the very nature of the profession. When internalized to the point of habit, these values promote mutual confidence and understanding among all soldiers and merit the special trust and confidence of the Nation. All soldiers must be of upright character, from the private on guard duty to the general officer testifying before Congress.



General George C. Marshall testifying before Congress, 1945

Since the Army ethos is the informal bond of trust between the Nation and the Army, professional soldiers are enjoined to embrace and live it. The ethos applies in peace and war, to Active and Reserve forces, and to Department of the Army civilians. The Army ethos inspires the sense of purpose necessary to sustain soldiers in the brutal realities of combat and to tolerate the ambiguities of military operations where war has not been declared. To violate the Army ethos or to tolerate its violation dishonors the profession and may compromise the Nation's security.

"Duty, honor, country: Those three hallowed words reverently dictate what you ought to be, what you can be, what you will be."

General of the Army,
Douglas MacArthur
West Point, 1963

A sense of **Duty** compels us to do what needs to be done at the right time despite difficulty or danger. It leads to obedient and disciplined performance. Duty is a personal act of responsibility manifested by accomplishing all assigned tasks to the fullest of one's ability, meeting all commitments, and exploiting opportunities for the good of the group. Duty encompasses stewardship of the resources entrusted to one's care including soldiers, the bases and environment in which soldiers live and work, and the

taxpayers' dollars that fund Army programs. Duty requires acceptance of responsibility for one's actions and for subordinates' actions. It requires the impartial administration of standards without regard to friendship, personality, rank, or other bias.

"But an officer on duty knows no one. To be partial is to dishonor both himself and the object of his ill-advised favor."

Worth's Battalion Orders
West Point, 1820

Integrity is the uncompromising adherence to a code of moral values, utter sincerity, and the avoidance of deception or expediency of any kind. Integrity demands a commitment to act according to the other values of the Army ethos. Integrity means that personal standards must be consistent with professional values. It provides the basis for the trust and confidence that must exist among those whose profession entails the measured application of violence and death.

Selfless service puts the welfare of the nation and the accomplishment of the mission ahead of individual desires. All who serve the Nation must resist the temptation to place self-interest ahead of the collective good. What is best for the Nation, the Army, and the unit must always come before personal interests. Selfless service leads to teamwork and unity of effort; it is an essential prerequisite to mission accomplishment. A willingness to sacrifice one's self is inherent in military service.

Professional Qualities

The professional soldier's core qualities are **commitment, competence, candor, compassion, and courage.** These core qualities are the facets of the soldier's character that undergird the ethos.

"War, like most other things is a science to be acquired and perfected by diligence, by perseverance, by time and by practice."

Alexander Hamilton
Federalist #25

Commitment means dedication to serving the Nation, the Army, the unit and one's comrades. Commitment also means dedication to seeing every task to completion. Each

soldier is a member of a team that functions well only when all members of the team carry out their individual assignments; each must realize that others on the team depend upon him.

> "I watched a young soldier named Ardon B. Cooper administering first aid to a wounded soldier. Mortar and artillery rounds were impacting all around him. He threw his body over the wounded kid. His back got peppered with shrapnel. I watched him get up. His helmet had been blown off. Blood gushed out of his mouth and he collapsed... We put him in a helicopter to try to stabilize him... We later learned that night that he died. But the guy Cooper shielded did live. "
>
> A Senior Leader
> 1992

Competence is finely-tuned proficiency. The increasing complexity of our weapons and other systems demands high levels of skill from individuals and teams. Crews, squads, battalions, and divisions can function effectively only if all members have mastered their jobs and are determined to work to the best of their abilities. Competence is also important because of its effects on others on the team. Membership in a unit composed of competent, dedicated professionals inspires confidence, pride, and unit esprit. A competent soldier and unit will ensure success in the headquarters, at the training area, and on the battlefield.

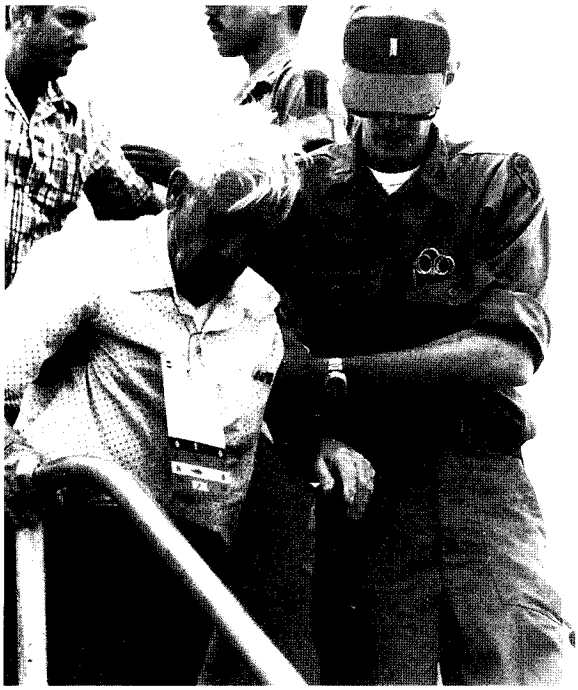
> "... we had just finished knocking out a bunch of Iraqi tanks. All of a sudden there's two brand new hot spots on our thermal sites. Very fortunately, my young gunners said, "Something doesn't look right," and held their fire. Possibly hazarding themselves. But they saved the lives of two Bradley vehicles full of scouts."
>
> A Senior Leader
> 1992

"Whenever I find these fellows who seem to have ability and a certain amount of disagreement with what we are doing, I am always interested in seeing them, and getting first hand impressions."

General George C. Marshall
1940

Candor means unreserved, honest or sincere expression; frankness; freedom from bias, prejudice, or malice. To live up to the Army ethos, soldiers and civilians must at all times

demand honesty and candor from their peers and from themselves. There is no time in combat to verify reports, question the accuracy of information, or wonder about the reliability of equipment or of someone's word. The stakes are too high and time is too short to communicate anything but the truth immediately and without equivocation. Mission accomplishment and soldiers' lives depend on the honest answer delivered directly and forthrightly. Candor in daily performance of duty and training ensures candor in combat.



Compassion is basic respect for the dignity of each individual; treating all with dignity and respect. It is the personification of the "Golden Rule," treat others as you want them to treat you. American soldiers have shown their compassionate nature in every endeavor in peace and war, caring for noncombatants and enemy prisoners as quickly as the mission permits.

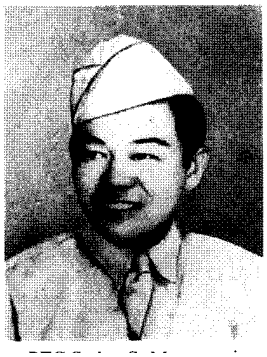
"There are two kinds of courage, physical and moral, and he who would be a true leader must have both."

Matthew B. Ridgway
1966

General William Tecumseh Sherman described **Courage** as " ..a perfect sensibility of the measure of danger and a mental willingness to endure it." Courage—physical and moral—makes it possible for soldiers to fight on in the chaos of battle and win. American history is replete with examples of the physical courage of brave soldiers who accomplished what seemed impossible. They freely admitted that they were afraid, but they overcame their fears.

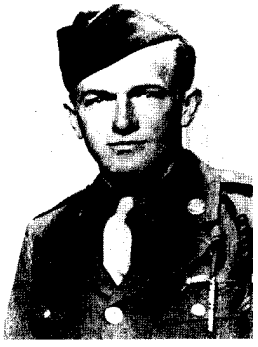
PVT Rodger W. Young, MH, Solomon Islands,1943

Moral courage includes a spiritual dimension and both transcend the physical dimension. It takes moral courage to stand up for one's belief in what is right, particularly when it is contrary to what others believe. It is the courage to persevere in what we know to be right and not tolerate wrong behavior by friends, peers, subordinates, or superiors. The spiritual dimension of courage is derived from religious values that acknowledge an ultimate right and wrong.

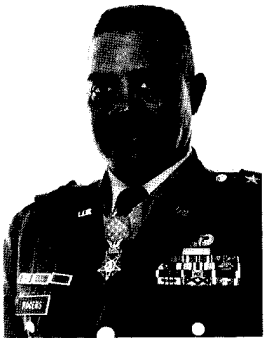


PFC Sadao S. Munemori, MH, Serrezza, IT, 1945

SGT Jose Calugus, MH, Bataan, PI, 1942



SGT George D. Libby, MH, Taejon, Korea, 1950



LTC Charles C. Rodgers, MH, Fishhook, RVN, 1967

Physical and moral courage can be the difference between failure and success, whether in or out of uniform, whether in peace or in war.

The American Soldier

American soldiers come from a wide range of cultural backgrounds. Upon entering the military service, they are called upon to adapt their individual values to those of the military profession. Only in this way can the Army meet the mortal challenge of combat.

When sworn into military service, each officer, in the Oath of Commission, and each soldier, in the Oath of Enlistment, pledges "to support and defend the Constitution of the United States." Each takes the oath "without reservation" and regardless of personal sacrifice. The swearing-in ceremony is a formal, public commitment to the Army ethos. This oath is as real as the wearing of the Army uniform.

> "You can't have Negro, White or Jewish officers. You've got to have American officers."
>
> Brigadier General Benjamin O. Davis, Jr.

The versatility of the American Army comes from its well-trained, highly-motivated soldiers and its competent, caring leaders. Both are competitive, imaginative, and energetic, and willing to take the initiative and to assume risks. They are comfortable in a technologically complex environment and willingly assume responsibility for sophisticated equipment. They are compassionate and recognize their duty to preserve human life even as they prepare to risk their own. As a result of their common commitment and their desire to excel, they bond together readily into cohesive units.

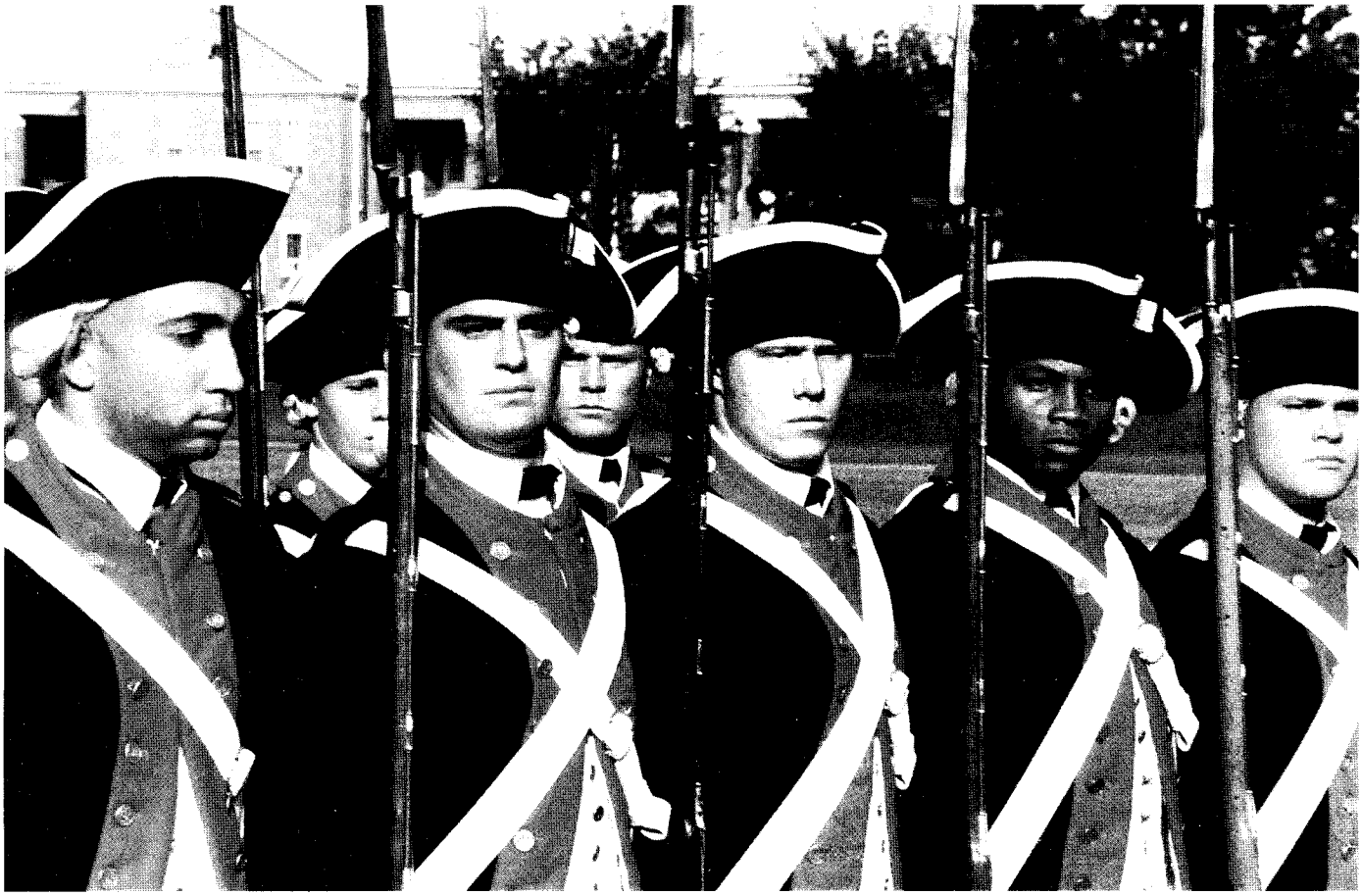
Esprit de Corps and Pride

> "The most significant persons for the combat soldier are the men who fight by his side and share with him the ordeal of trying to survive."
>
> Alexander George
> 1972

A well-trained, well-led military force will develop pride and esprit de corps. When soldiers are motivated from pride in themselves and their unit to do their jobs to the best of their ability, the mission will be accomplished and unit effectiveness will be multiplied. Leaders foster strong esprit in their soldiers by setting personal and professional examples of excellence, and by ensuring that soldiers understand the unit's mission and its importance in the larger design of national security.

The Oath of Commission

I,_____, having been appointed an officer in the Army of the United States, do solemnly swear (or affirm) that I will support and defend the Constitution of the United States against all enemies, foreign and domestic; that I will bear true faith and allegiance to the same; that I take this obligation freely, without any mental reserve or purpose of evasion; and that I will well and faithfully discharge the duties of the office upon which I am about to enter; SO HELP ME GOD.



The Old Guard

CHAPTER 2
THE AMERICAN ARMY

The Constitutional and Legal Basis

The strength of the American political system stems from the explicit recognition that all legitimate authority is derived from the people. We acknowledge that each person has inalienable rights and is equal under the law. Appreciation for the worth of the individual affects all public institutions in America, including the armed forces. In every important aspect, the United States Army reflects the democratic nature of our social and political structure both directly, in the Army's purpose and legal basis, and indirectly, in the professional ethos that commits its members to serving the public good.

"We the People of the United States, in Order to form a more perfect Union, establish Justice, insure domestic Tranquility, provide for the common defense, promote the general Welfare, and secure the Blessings of Liberty to ourselves and our Posterity, do ordain and establish this Constitution for the United States of America."

The Constitution of the United States

The legal basis for a military establishment is clearly set forth in the Constitution. In Articles I and II, the framers codified the principle of civilian control over the armed forces of the United States. They specified that Congress alone would have the power to raise and support armies, to declare war, and to make rules concerning captures on land and water. They further provided that the President, as the Nation's Chief Executive, would be the Commander-in-Chief of the armed forces of the United States. This responsibility, coupled with treaty-making authority, the power to appoint federal officers, and the requirement to "take care that the laws be faithfully executed," provides the principal constitutional bases for Presidential direction of national security affairs. Thus, the responsibility for providing the nation's defense through the armed forces of the United States is constitutionally shared by civilian officials in the legislative and executive branches of the Federal Government.

"As long as I hold a commission in the Army I have no views of my own to carry out. Whatever may be the orders of my superiors and the law, I will execute. No man can be efficient as a commander who sets his own notions above the law. . . and those he has sworn to obey."

General Ulysses S. Grant
1862

While the Constitution recognizes the need for armed forces to protect the Nation, it does not establish a system or define how the Nation is to be protected. As a result, the

national defense structure has taken many forms throughout our history. The National Security Act of 1947 (as amended), which is now codified in Titles 10 and 32, *United States Code,* established the current structure for national defense.

Joint Chiefs of Staff, 1950

Enacted by Congress in recognition of the need for unity and coordination among the armed services, the National Security Act of 1947 established the National Security Council, the Central Intelligence Agency, the Department of Defense (DOD), and the organization of the Joint Chiefs of Staff (JCS). It also established the position of Secretary of Defense, the principal assistant to the President in all matters relating to DOD, and provided for Departments of the Army, the Navy (which includes the Marine Corps), and the Air Force, under the direction, authority, and control of the Secretary of Defense.

In enacting this law and later amending legislation, Congress intended to:

- Provide a legal framework for the establishment of integrated policies and procedures for the departments, agencies, and functions of the government relating to the national security.
- Provide for the establishment of unified and specified combatant commands and a clear and direct line of command to them from the President and the Secretary of Defense (the National Command Authorities).
- Provide for the unified strategic direction of the combatant forces, for their operation under unified command, and for their integration into an efficient joint team of land, sea, and air forces.
- Establish the function of the Chairman, Joint Chiefs of Staff, as the principal military advisor to the National Command Authorities.

Title 10, *United States Code,* as amended, is also the source from which the broad functions of DOD are derived. As presently set forth in DOD Directive 5100.1, *Functions of*

the Department of Defense and its Major Components, dated 25 September 1987, DOD maintains and employs armed forces to:

- Support and defend the Constitution of the United States against all enemies, foreign and domestic.
- Ensure, by timely and effective military action, the security of the United States, its territories, and areas vital to its interest.
- Uphold and advance the national policies and interests of the United States.
- Safeguard the internal security of the United States.

National Purpose and National Power

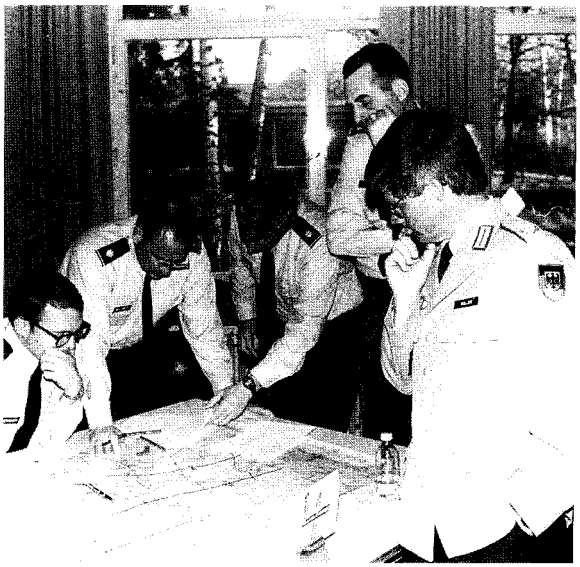
The Constitution and the Declaration of Independence set forth our national purposes. They include national independence, preservation and expansion of individual human freedoms, individual dignity, equality under the law, and human rights to life, liberty, and the pursuit of happiness.

"We are determined that before the sun sets on this terrible struggle our flag will be recognized throughout the world as a symbol of freedom on the one hand—of overwhelming power on the other."

General George C. Marshall
1942

From these broad, enduring purposes we derive national interests and objectives, the specific expressions of national purpose that provide the rationale for national security policies. The following basic national security objectives have remained essentially unchanged since the late 1940s:

- To preserve the independence, institutions, and territorial integrity of the United States,
- To preserve U.S. and allied vital interests abroad; and
- To help shape a world in which freedom and democracy can flourish in an international community, in which states coexist without the use of force and in which citizens are free to choose their own governments.



National power, the aggregate capacity of a state to safeguard and advance its national interests and influence the behavior of other states, has diplomatic, economic, and military elements. Specific tasks supporting any national security strategy are accomplished through

application of selected combinations of these elements of national power. The principal function of the military element of national power is to deter war and other threats to national interests.

National Military Objectives

Our basic national security objective is to preserve the United States as a free nation with our fundamental institutions and values intact. Translating this general goal into specific national military objectives requires an understanding of the total capabilities of the Nation in relation to potential threats. The Army, in concert with the other services and our allies and friends, must be prepared to support these and other national security objectives:

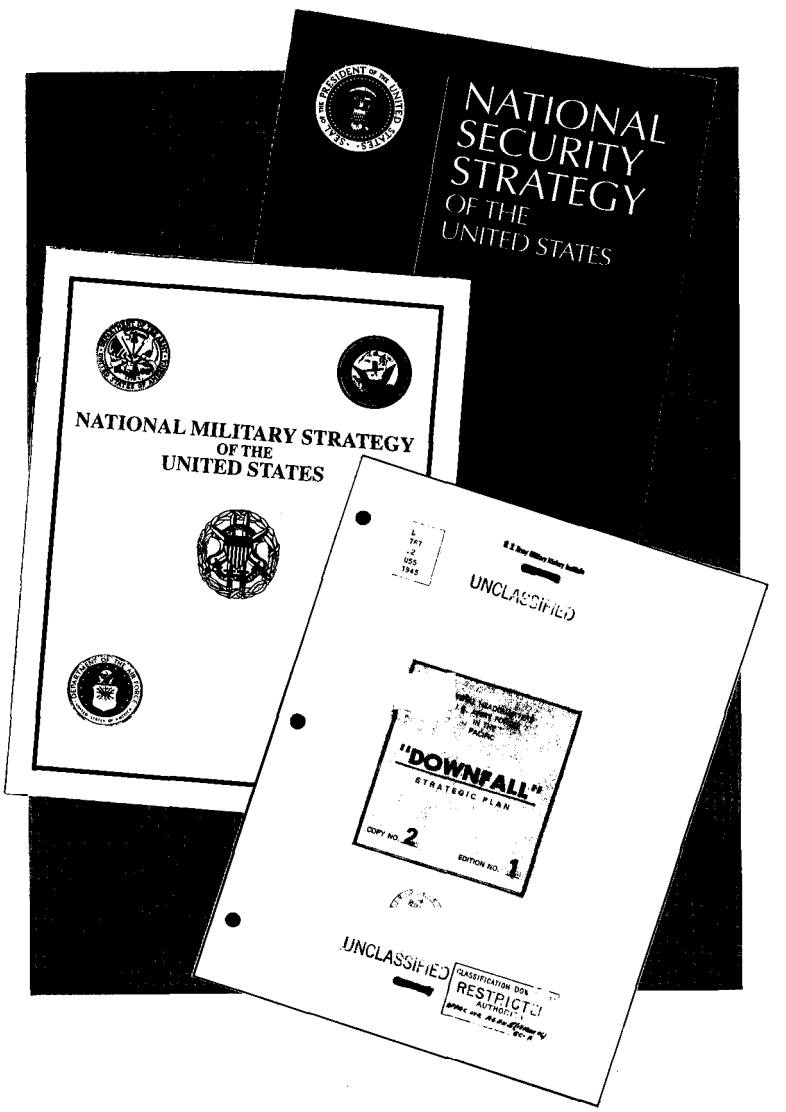
- Deter any aggression against the United States, its citizens, interests, or allies, and defeat such aggression if deterrence fails.
- Establish and maintain a balance between nuclear and conventional capabilities, while fostering responsible arms reductions and arms control measures. The United States will not use biological or chemical weapons.
- Stem the flow of illegal drugs into the United States.
- Protect free access and movement to markets worldwide.
- Maintain stable regional military balances and aid allies and friends in combating threats from aggression, insurgencies, international terrorism, and traffic in illegal drugs.

The world must know that the United States has the forces and the will to counter any form of aggression when its vital interests are at stake. This knowledge comprises the essence of deterrence; it applies across the range continuum of military operations.

National Security and Military Strategy Formulation

The President is responsible for the development of national security strategy. The National Security Council assists the President in determining U.S. national security interests and in assessing the associated objectives, concepts, resources, commitments, and risks relative to our military, economic, and diplomatic power. The National Security Council integrates the contributions of all agencies of the government to forma coherent national security strategy.

The Chairman, Joint Chiefs of Staff, in consultation with the other members of the Joint Chiefs of Staff and the Commanders-in-Chief (CINCs), prepares the National Military Strategy and provides national security advice to the President, the Secretary of Defense, and the National Security Council. This advice contains recommendations on the National Military Strategy, the force structure required to implement it, and the risks associated with resource shortages. The Chairman directs the combatant commanders to develop theater strategies as well as theater war and contingency plans based on approved guidance.



To support the combatant commands and to fulfill its Title 10 role and DOD Directive 5100.1 functions, the Army organizes, trains, and equips Army forces for the conduct of prompt and sustained combat operations on land and, in conjunction with the other military services, for joint amphibious, airborne and space operations. It also provides forces for the occupation of territories abroad and, as a collateral function, trains forces for interdiction of enemy sea and air power and communications through operations on or from land. Through realistic joint and combined plan-

ning and training exercises, the Army refines its doctrine and hones its skills to ensure that its forces are ready to meet any contingency.

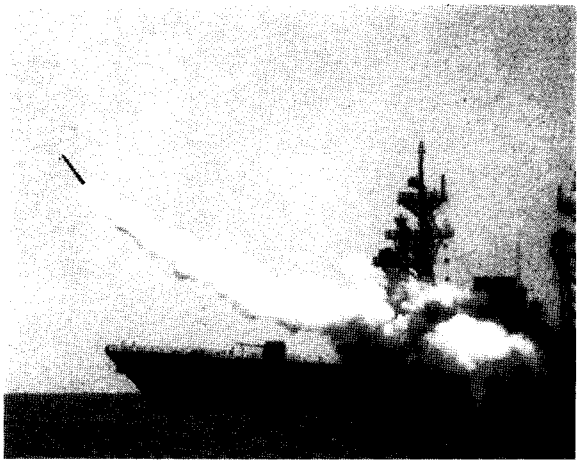
Military forces may be employed to promote and protect national interests across the full range of relationships among nations. These range from peacetime activities, such as disaster relief or nation assistance, to fundamental clashes over ideologies and national objectives. The majority of these conflicts are resolved peacefully through arbitration, negotiation, or compromise based on the judicious application of the elements of national power. In those situations that affect vital U.S. interests, the National Command Authorities may give first consideration to the employment of military power. Thus, the United States must prepare for the use of military power across the entire range of military operations, from humanitarian assistance to peace operations, through confrontations short of war, to a range of wartime conventional or even nuclear operations.

Land, Maritime, and Aerospace Forces

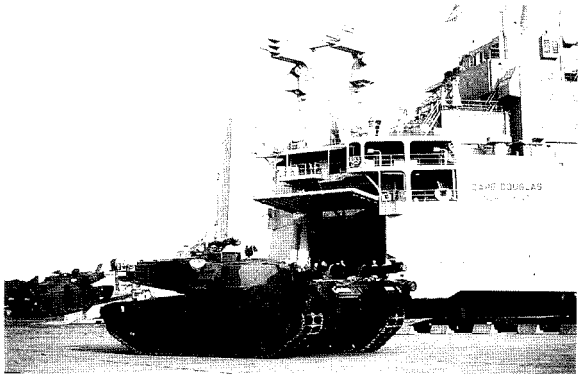
To achieve national security objectives, our military forces must be able to deter or defeat enemy forces. Land, maritime, and aerospace forces provide this capability jointly through visible readiness or through unified or joint action. Each service contributes according to its characteristics and the principal medium in which it operates.

The wartime objectives of Army forces are land force dominance, that is, to defeat the enemy's land forces, to seize, occupy and defend land area, and to assist in destroying the enemy's will to resist. Our enemies must know that when the shooting stops, they will still face an American soldier with a weapon in hand.

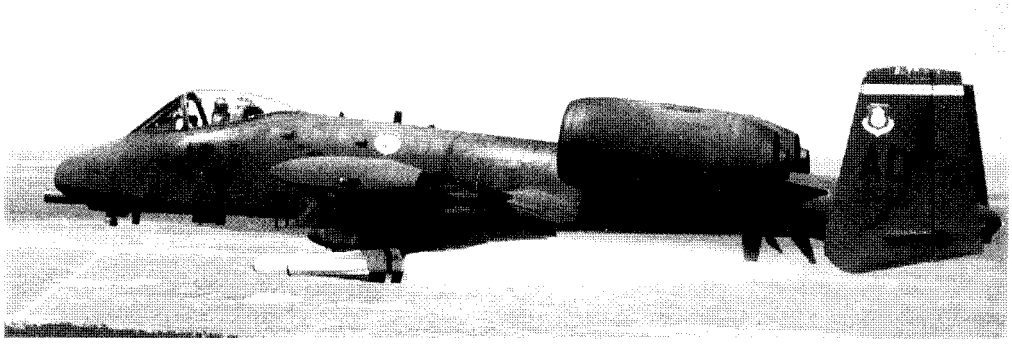
The wartime objectives of maritime forces are to gain and maintain control of vital sea areas and to protect sea lines of communication from surface, subsurface, and air threats. The ground element of the maritime force, the Marine Corps, seizes or defends advanced naval bases and conducts land operations essential to naval operations. The Army relies upon maritime forces for strategic sealift.



The wartime objectives of aerospace forces are to gain and maintain control of the aerospace and to project aerial combat power promptly wherever needed. These actions include deterring, neutralizing, or destroying the enemy's forces, his command and control mechanisms, and his capacity to wage war. The Army also counts on aerospace forces to provide interdiction, airlift, and close air support to the ground commander.



Military operations that do not warrant a declaration of war, but which could include combat operations, may be required in support of national security. Such operations will almost always be joint, and will most likely take place in conjunction with allies. These operations could occur as part of a U.S.-led coalition or in response to a United Nations' initiative.



President Truman presenting
Medal of Honor, as Secretary of Defense,
George C. Marshall looks on.

Command and Control of the Armed Forces

The Chain of Command. As discussed earlier, the Constitution clearly places the military under civilian control. Responsibility for exercising that control is shared by the President, as Commander-in-Chief, and the Congress.

The chain of command is further defined by the Goldwater-Nichols Defense Reorganization Act of 1986, which declares that the operational chain of command passes from the President to the Secretary of Defense to the combatant CINCs of the unified and specified commands. The departmental chain of command runs from the President through the Secretary of Defense to the service secretary to the chief of service. The Chairman, Joint Chiefs of Staff advises and assists the Secretary of Defense and is charged with various supporting functions.

A formal chain of command exists within each specified or unified command according to the needs of the command and the desires of the CINC. The degree of control over assigned forces is specified by the Secretary of Defense and ranges from combatant command (COCOM) to tactical control (TACON) as defined in Joint Publication 0-2, *Unified Action Armed Forces.*

Unified and Specified Operations. In **unified commands,** elements of two or more services are placed under a single commander who exercises combatant command or operational control over the forces (land, maritime, and aerospace) assigned to him. Service forces may be organized under subordinate joint commands. **Specified commands** have a broad continuing mission and are normally composed of forces from primarily one service. Within these unified and specified organizations, each military department (Army, Navy, and Air Force) retains responsibility for administration and logistical support of its assigned forces under the directive authority of the CINC.

Combined operations are conducted by forces of two or more nations acting together to attain the same objective. U.S. forces participating in combined operations are subject to command arrangements and authorities established by international agreement between and consultations among the participating nations. There are two general types of combined operations, those with forces of an alliance among whom formal agreements and procedures for coordination have been developed; and those with forces of nations friendly to the immediate undertaking who form a "coalition" without prior formal agreements or procedures for coordination. These latter combined operations are the most challenging and, at a minimum, require the support of an extensive liaison structure.

U.S. Special Operations Forces training Kuwaiti Soldiers.

The Army will rarely operate or fight alone. The high probability that the Army will operate in concert or alliance with the forces of foreign nations, or even in support of United Nations operations whenever it is committed, is fully reflected in joint doctrine. In such combined operations, the U.S. Army must be sensitive to the likelihood of significant differences in equipment, capabilities, training, combat doctrine, and culture. When operating in support of the United Nations, Rules of Engagement (discussed in Chapter 4) have special importance. Combined operations require the exercise of greater tact, flexibility, and closer coordination and liaison than any other type of operations.

"As with a properly organized citizen army reserve no officers or men need be maintained in the Regular Army to perform duties which can be performed effectively and in time by reserve officers and reservists, the dimensions and cost of the peace establishment, under such a system, are necessarily reduced to a determinable minimum."

General George C. Marshall
1944

The Reserve Components

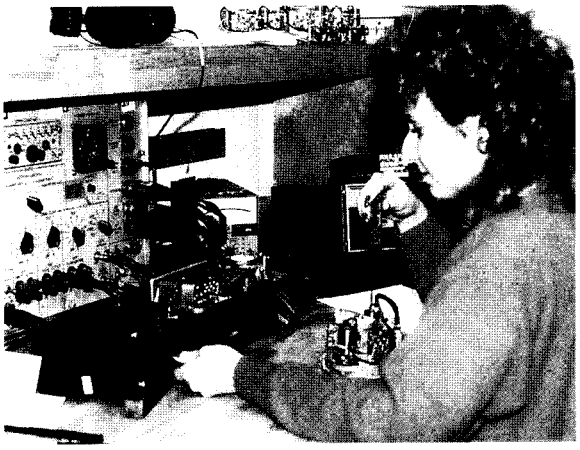
Section 8, Article I, of the Constitution specifically charges the Congress "To provide for organizing, arming, and disciplining, the Militia . . . and the Authority of training the Militia according to the discipline prescribed by Congress." The same article gives Congress the power "To raise and Support Armies." The role of reserve components is codified in Title 10, United States Code, Section 3062, which

U.S. Army Reserve Nurse with Bolivian woman.

provides for an Army consisting of "the Regular Army, the Army National Guard of the United States, the Army National Guard while in the service of the United States. . . the Army Reserve; and. . . all persons appointed or enlisted in, or conscripted into the Army without component."

The reduction in Army strength and the accompanying shift from a forward deployed to a force projection Army demands increasingly active cooperation and affiliation between Active and Reserve Components. While the Reserve Components increase the mobilization potential of the Army, they also provide substantial forces to respond to Army missions and contingencies short of wartime mobilization. Reserve Component readiness programs directly support the versatility required of an army that must be able to perform a wide variety of missions or be able to expand on short notice.

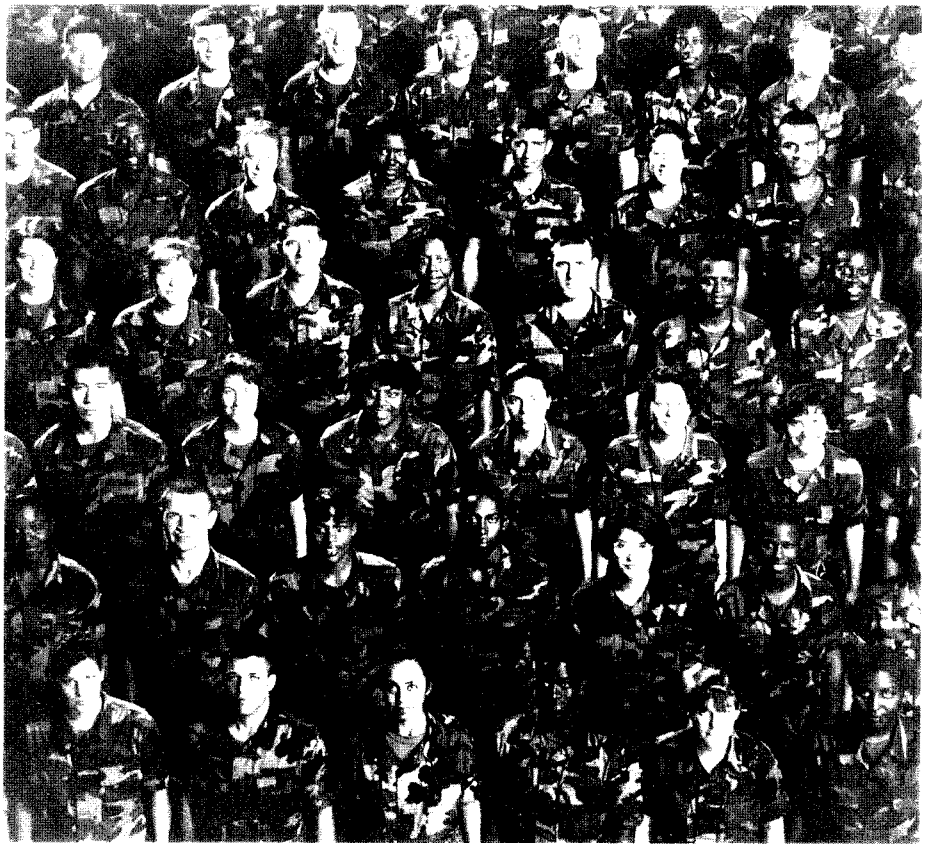
Historically, the Army cycles through periods of relative resource adequacy and constraint. In periods of scarcity, the tendency is to shift to the Reserve Component those tasks and force structures not needed immediately. For the Army to be truly versatile, there must be a high degree of compatibility between Active and Reserve Component training and equipment to build a seamless organization. This requires the Army to assess continually the balance of capabilities between the Active and Reserve Components.


DA Civilian Technician testing electronic equipment.

Department of the Army Civilians

Civilian employees are an indispensable part of the Army. Only through the integrated efforts of dedicated civilians and soldiers can the Army accomplish its assigned functions and make the most effective use of its resources. The several thousand Army civilian employees and contractor personnel who served with the armed forces in DESERT SHIELD and DESERT STORM

demonstrated that civilians and the soldiers they support share the same sense of commitment and selfless service to the Army and to the Nation.



From basic training . . .

To the battery

CHAPTER 3
A READY, VERSATILE ARMY

General

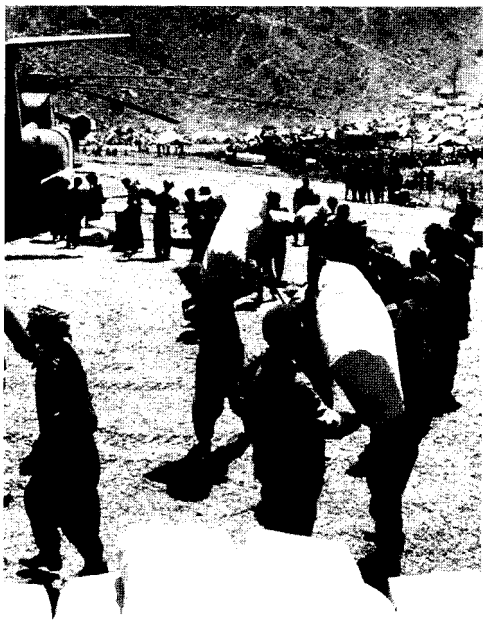
The quality of America's Army will always be measured in terms of readiness and versatility. These two characteristics of the Army as an organization reflect the competence of our soldiers, the training of our units, the availability of modem equipment, and resources adequate to mobilize, deploy, and sustain the force.

"That government is a murderer of its citizens which sends therm to the field uninformed and untaught..."

Light Horse Harry Lee
1814

Belgium, 1944

American soldiers have a long tradition of readiness and adaptability that began with the Minutemen, and each generation of Americans has demonstrated its ability and willingness to meet the unexpected challenges of military operations. American soldiers who are confident of their training and who trust their leaders always have been capable of accomplishing the most difficult tasks the Nation has imposed. The readiness and versatility of the Army are directly related to the quality of its soldiers.



Northern Iraq, 1992

Vietnam, 1962

Readiness

"We cannot let tomorrow's promises deter us from meeting today's requirements."

General Creighton Abrams
1966

The readiness of a military force owes as much to the soldier's state of mind as it does to his training and operational equipment. The American Army maintains a readiness posture which enables it to engage in operations on short notice anywhere in the world. While certain units must maintain the highest state of readiness, all must be ready for combat within designated timeframes, and all must be capable of performing non-combat duties when called upon.

Part of readiness consists of being properly equipped. The formal process of equipping the Army considers the wide range of possible places and conditions of employment, as well as factors of compatibility, transportability, and user friendliness. An optimum balance among these requirements enables the Army to field truly versatile forces which can be rapidly deployed worldwide and be properly sustained at any level of operations. Both the commitment to and the reality behind this state of preparedness must be equally visible to friends and to potential adversaries. This visibility is the basis of deterrence.

An additional aspect of readiness looks to the distant future: reconstitution. Traditionally, the United States has not supported large standing military forces in periods when the country was not engaged in hostilities. The ability to reconstitute large forces is an essential element of national military strategy, a strategy of force projection. Reconstitution requires a broad base of existing competence in all ranks; an effective policy of support to the Reserve Components; adequate war reserves; and an industrial base capable of producing equipment and munitions to support the schedule of battalion, brigade, and division activations. Reconstitution poses a significant and long-term challenge to our claim to versatility.

Victory smiles upon those who anticipate the changes in the character of war, not upon those who wait to adapt themselves after they occur.

General Guilio Douhet
1920

Versatility

The only certainty of the future is that it will be different from the past. Many nations and non-state actors are developing capabilities which may give them the ability to disrupt regional alignments or eventually to, threaten the national interests of the United States or its allies. With all that these changes imply, it is essential that the Army remain a versatile force.

Versatility—the ability to cope with a wide range of tasks—has been an enduring characteristic of the U.S. Army. While one may anticipate many of the places and circumstances in which the Army might be employed, it must be ready and able to respond to any threat. It must continue to be structured and equipped for a wide range of military operations.

The Army must be prepared to deploy forces rapidly and to sustain them in combat and noncombat operations with appropriate force structures, weapons, and doctrine. It must be capable of fighting major wars and of operating successfully in situations where the mission can vary from protective measures to hostilities without warning. The functions the Army performs in operations other than war require no less attention and effort, since they may well serve to keep more serious conflict from occurring or, from escalating into war. A force sufficiently versatile to meet these requirements will be able to adapt readily to other peacetime contingencies.

"Senior military leaders require moral courage to go with physical courage, dignity, strength and a sense of humor, a philosophical bent, total integrity and wisdom—above all, integrity and wisdom—warmed by an essential humanity."

A Senior Leader
1993

A soldier's competence in waging war is determined by education and training; the quality of the soldier's service in peace and war is determined by character; and the soldier's adaptability is determined by a coherent vision of the future.

Leadership

"Individual training is the foundation on which unit effectiveness is built. It is the source of a soldier's confidence and trust in the Army."

Lieutenant General Arthur S. Collins, Jr.
1978

The leadership necessary to maintain a ready and versatile force is the product of the Army's commitment to long-term education and training. The program rests on three pillars—formal education, professional experience, and self-development.

The formal Army school system produces leaders who develop professional knowledge in peacetime to sustain the quality of deployed forces in war or in operations other than war.

"Officers, particularly those in positions of command, must at all times be urged to expand the scope of their knowledge. .."

Major General Yigal Allon
1960

Professional experience in Army units complements formal schooling, providing hands-on learning and personal practice. Professional experience is the laboratory of leadership development, providing opportunities to test theory, to develop and practice personal style, and to hear, evaluate, and integrate the counsel and advice of superiors, peers, and subordinates. Army leaders, officers and noncommissioned officers alike, are responsible for providing an environment which facilitates the development of leadership abilities by all subordinates. This is called mentoring.

Self-development is an important personal responsibility. Many of the most successful leaders of the American Army followed life-long patterns of reading, study, and analysis of history and contemporary national and international affairs. A passion for self-development is equally important for privates, noncommissioned officers, junior officers, and senior officers. Trends in military operations suggest that the exercise of individual leadership will become increasingly important to junior officers and noncommissioned officers. All Army officers and noncommissioned officers, therefore, must mentor their subordinates in the profession of arms, seeking to develop in them the ability to take the appropriate action on their own initiative in support of the commander's intent.

Training

"To send untrained troops into the field is manslaughter, but to dispatch troops with untrained leaders is murder in the first degree."

National Service, 1917

Training is an intellectual and physical process. Both the mind and the body must be trained for soldiers to be effective under the stress of military operations. The mere physical performance of Mission Essential Tasks, while necessary, is not sufficient to develop the attributes desired. The Army seeks to instill in all soldiers the commitment and discipline required to understand that realistic, tough training will help ensure that their actions will conform to Army values and standards.

In times past, when the nation was not at war and resources were constrained, much of a soldier's training was repetitious, unimaginative, and seemed to require little more than marching and marksmanship. Fire and movement by squads and coordinated maneuver of larger units often had to be learned on the battlefield at unreasonable cost of life. Since the war in Vietnam, however, the Army has undergone a training revolution. It has developed a system of

"Soldiers can only be ready when they are trained for the job they are doing and doing the job they are trained for. To insure that our Army can perform as the nation deserves and expects, we must continually insure that they are assigned where their training, knowledge, and experience contribute to the Army's readiness."

General Creighton W. Abrams
1973

Training, 1917

Training, 1994

training techniques and standards whose complexity increases as soldiers acquire and practice their skills. These standards are reinforced through repeated application and after action review. This training, administered by dedicated professionals, sustains the process of developing soldiers and units of uniformly high quality.

The deterrent value of the Army is directly related to the level of its training. An ill-trained force is twice a liability: it is not a credible deterrent, and it invites challenges which it may prove unable to meet.

CHAPTER 4
PRECEPTS OF ARMY OPERATIONS

Principles of War

The Army formally adopted a set of Principles of War in 1921 that endure today. Briefly stated they are:

- **Objective.** Direct every military operation toward a clearly defined, decisive, and attainable objective.
- **Offensive.** Seize, retain, and exploit the initiative.
- **Mass.** Mass the effects of overwhelming combat power at the decisive place and time.
- **Economy of Force.** Employ all combat power available in the most effective way possible; allocate minimum essential combat power to secondary efforts.
- **Maneuver.** Place the enemy in a position of disadvantage through the flexible application of combat power.
- **Unity of Command.** For every objective, seek unity of command and unity of effort.
- **Security.** Never permit the enemy to gain an unexpected advantage.
- **Surprise.** Strike the enemy at a time or place or in a manner for which he is unprepared.
- **Simplicity.** Prepare clear, uncomplicated plans and concise orders to ensure thorough understanding.

"The principles of the art of war are within reach of the most ordinary intelligence, but that does not mean that it is capable of applying them."

General M.I. Dragomirov
1918

Principles of Operations Other Than War

In 1993, the Army developed a set of Principles of Operations Other Than War. Briefly stated here, they are fully developed in FM 100-5 Operations (1993). These principles acknowledge that the U.S. Army has been and will continue to be involved in abroad range of operations that are not war. Some of these activities—conduct of raids, shows of force, and counterinsurgency—imply hostile or potentially hostile operations. Others—humanitarian assistance, nation assistance, and peacekeeping-are intended to

"Men are not ciphers, and human hearts are not potatoes, and if a nation is going to send men out to die in limited wars it had better condition them for it."

T.R. Fehrenbach
1964

305th Evacuation Hospital
Bolivia.

Task Force 212
Croatia.

426th Civil Affairs Company
Thailand.

be peaceful. Peace enforcement operations fall between peace and war. As demonstrated in Somalia, even missions intended as peaceful may require the use of lethal force with little or no warning. These new principles reflect the adaptation of the fundamental Principles of War to less-well-defined situations.

The Army has identified six principles of operations other than war. Three of them—Objective, Security, and Unity of Effort-are essentially the same as the Principles of War, however, their application is different. They address situations in between peace and war. The three other principles are **Legitimacy, Perseverance,** and **Restraint,** which emphasize that peace operations may require different actions than do traditional combat operations.

- **Legitimacy.** Sustain the willing acceptance by the people of the right of the government to govern or of a group or agency to make and carry out decisions.
- **Perseverance.** Prepare for the measured, protracted application of military capability in support of strategic aims.
- **Restraint.** Apply appropriate military capability prudently.

Legitimacy and restraint have their foundations in internationally acknowledged and widely accepted Just War doctrine. Their application to operations other than war reflect further the continuing commitment of this nation to the rule of law in military operations.

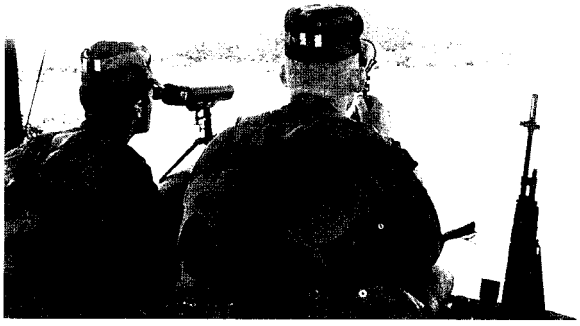
Restraint, that measure of self-control which prescribes discrimination between combatants and noncombatants, and in the use of force proportionate to the goal, even in combat, is required by both the International Law of Armed Conflict and the Uniform Code of Military Justice.

Rules of Engagement (ROE)

Rules of Engagement (ROE) are the specific expression of restraint in a given situation and are promulgated by the National Command Authorities and the theater Commander-in-Chief. They may also be formulated by international agencies such as the United Nations. ROE often serve a specific political objective, such as avoiding actions which could lead to expansion of a conflict. While they operate in all situations, as noted earlier, they are of particular importance in the success of peace operations. They must never prohibit the right of self-defense.

THE TEST OF PATIENCE IN OPERATIONS OTHER THAN WAR
Panama: March 1988- December 1989

In the summer of 1987, a crisis erupted in Panama. This crisis had been building since 1983, when General Manuel Antonio Noriega gained power. In 1987, Noriega was denounced as a drug trafficker and murderer by his former heir-apparent, Colonel Roberto Diaz Herrera. When Noriega relieved Herrera, public, anti-Noriega demonstrations began. Noriega used his Panamanian Defense Force (PDF) to attack and crush the opposition. He also sent his followers into the streets to enflame long-standing anti-U.S. emotions. The tense situation deteriorated rapidly after February, 1988, when a U.S. federal court in Florida indicted Noriega on drug-related charges. Panamanian President Eric Devalle then tried to remove Noriega as Commander-in-Chief of the Panamanian Armed Forces. Instead, Noriega forced Devalle to flee and seek political refuge in the United States. In March dissident military officers tried to oust Noriega. When this coup failed, danger to U.S. citizens in the republic of Panama greatly increased. The 16th Military Police Brigade (Airborne) from Fort Bragg was sent to Panama to augment forces organic to the U.S. Southern Command. During the following months, the situation became increasingly dangerous. The PDF repeatedly provoked incidents with U.S. citizens, violated the Panama Canal treaties, and conducted armed intrusions onto U.S. installations. This war of nerves included psychological warfare and occasional exchanges of fire that created heavy demands for tact and skill. The U.S. MPs' duties forced them to stand shoulder-to-shoulder



Watching and Waiting;
Observing the Comandancia.

with the PDF on gates and at internal guard posts on jointly occupied installations. Both MPs and PDFs frequently stood their posts in a silence imposed by their respective commanders. Often, PDF guards insulted MPs or the U.S. Government in efforts to provoke a response that could be exploited for propaganda purposes. When the PDF apprehended U.S. troops or their family members on some fabricated charge, MP soldiers usually intervened to either prevent the apprehension or negotiate their release. Eventually the situation led President George Bush to execute a plan to topple Noriega and eliminate the PDF through Operation JUST CAUSE. Even so, through the difficult months leading up to Operation JUST CAUSE, MPs performed with uncommon maturity and professionalism. Any unfortunate act of violence by U.S. troops might not only have triggered an unwanted confrontation, but would have conceded Noriega the moral high ground, with significant ramifications for U.S. foreign policy throughout the Americas. [A Senior Officer, 1992]

LTG Lesley J. McNair
and Gen George C. Marshall, 1941

The Structure of Modern Warfare

The principles of war described above apply at the strategic, operational, and tactical levels of war and to operations other than war. The nature of activity at each of the three levels distinguishes them from each other. All levels influence planning and operations in war and in operations other than war.

As noted in Chapter 2, strategy is developed sequentially beginning with **national security strategy,** which is formulated by the President. The **national military strategy,** derived from the national security strategy, provides strategic direction for theater operations. **Theater strategy** is the concept for employment of assigned and apportioned forces within a theater. Theater strategy is directed toward securing the desired end state of the national security strategy through a theater campaign plan. At any level, alliance considerations may have a modifying effect on national concepts for applying military power to meet national security objectives.

Strategy is the art and science of employing the armed forces and other elements of national power during peace, conflict, and war to secure national security objectives.

Activities at the strategic level of war establish national or multinational objectives; sequence initiatives; define limits and assess risks for the use of military and other elements of power; develop plans to achieve these objectives; and provide military forces and other capabilities in accordance with strategic plans.

Operations are the skillful employment of military forces to attain strategic and/or operational objectives within the theater through the design, organization, integration, and conduct of theater strategies, campaigns, major operations and battles.

The operational level of war is that level at which campaigns and major operations are planned, conducted, and sustained to accomplish strategic objectives within theaters or areas of operations. Activities at this level link tactics and strategy by establishing operational objectives needed to accomplish strategic objectives. These activities imply a broader dimension of time and space than do tactics. (FM 100-5 *Operations,* contains the Army's operational doctrine.)

Tactics is the art and science of employing available means to win battles and engagements

Activities at the tactical level of war forcus on the ordered arrangement and maneuver of combat elements in relation to each other and the enemy to achieve combat objectives.

Victory in battle and engagements is attained by achieving mass against an enemy force through the exercise of the

principles of objective, initiative, maneuver, and surprise, which are in turn undergirded by economy of force, security, simplicity, and unity of command. Victory or defeat at the strategic or operational level in a theater may be determined by the tactical actions of many small units.

Employment Considerations

Traditionally, the United States has been reluctant to employ military force. When it does, it attempts to follow the principles of Just War theory, and seeks to use force in pursuit of a **just cause,** as a **last resort,** and with the ultimate **aim of** a **lasting peace.** There are also pragmatic domestic imperatives which must be satisfied before forces are committed. These potentially contradictory considerations are ultimately resolved by the National Command Authorities. Senior military leaders are responsible for asking the key question "How will the employment of American military power effect a peaceful solution to the problem?"

- **The objective.** This requires the application of the military principle of the Objective to the political realm with the same two sub-criteria: is the purpose for which force is contemplated attainable, and is it likely to be decisive? From the answer comes the next question.
- **The correct instrument.** Is the military element of national power the appropriate element to use? Has employment of military force become necessary because other initiatives have failed or are given little chance of success? At times the answer may be that military force must be employed to stabilize a situation sufficiently so that other elements can begin to solve the problem. At other times, it will be the inherent capabilities of military forces-their discipline, responsiveness, and their ability to sustain—that will suggest their employment.
- **Domestic Support.** Do the American people, through their elected representatives, support the employment of American military forces, especially when hostilities appear imminent?
- **End State Criteria.** Some situations will call for military victory. Others may call for simple restoration of order to facilitate diplomacy. Will military force be employed to stabilize a situation so that a government may be freely elected? Must an enemy's forces be decisively defeated to bring about a lasting political settlement? When the troops return home, what conditions should they leave behind?

"The object of war is a better state of peace... hence it is essential to conduct war with constant regard to the peace you desire."

Captain Basil H. Liddell Hart
1954

When U.S. forces are committed to operations under the aegis of the United Nations, the terms and conditions of relevant U.N. Security Council Resolutions will also require consideration in planning for and conducting operations.

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WE WERE SOLDIERS ONCE... AND YOUNG
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PERGAMON-BRASSEY'S
LT. GEN. HAROLD G. MOORE (Ret.) and JOSEPH L. GALLOWAY

CHAPTER 5
ARMY OPERATIONS

The Army: An Instrument of National Power

The peoples of the world are increasingly connected by national and regional commercial, financial, and environmental interests and the increasingly present video media. While certain trends have promoted greater global unity, other developments have generated divisive nationalist, ethnic, ideological, or religious strife. The challenges of the present and the uncertainties of the future underscore the need for military preparedness to respond to a wide range of situations. America's Army is an important bulwark against as-yet unknown challenges to U.S. national security interests. The Army must, therefore, be always well-trained, deployable, and lethal.

U.S. Army Peacekeeper in the Public Eye.

The Army tailors forces with unique capabilities to achieve military objectives, usually as an element of a joint or combined task force. In combat, the Army assures land force dominance through the integration of the combat power of all U.S. services and allies in pursuit of decisive objectives. The decision to commit significant Army forces involves activation of deployment and sustainment assets, many of which are found in the Reserve structure. Such a decision is not made lightly. In peacetime or wartime, the commitment of the Army signals that national interests are at stake and that the nation is determined to secure those interests.

Each specific Army mission rests ultimately on the soldier's ability to defeat an enemy inland combat and to seize and hold terrain; or through his disciplined performance of duty, to impose order where none exists.

High-tech Soldier.

Increasingly, and at an accelerated pace in the future, the capabilities of the individual soldier will be substantially enhanced through applications of modern technology. The ability to move, shoot, and communicate accurately over greater distances; to integrate more effectively the effects of firepower and maneuver; to coordinate Army operations with other services and with allied forces—all these and many more consequences of the dramatic improvements in military technology—will improve the effectiveness of the soldier. But increased technology does not change the fundamental mission of the soldier: to confront the enemy with the options of death or surrender.

The Army is a strategic land force. The presence of soldiers at the right place and time complements and gives enduring significance to the effects of aircraft- or ship-based weapons systems. In combat, only the Army can ensure the full application and sustainment of integrated combined arms power. Only the Army is equipped for forcible entries into the interior regions of the continents.

Team Testing Water.

The Army supports U.S. foreign policy and interests in peacetime through limited forward deployed presence; combined training exercises; providing security, and nation or humanitarian assistance; and by conducting peace operations. Peace operations will frequently be undertaken in response to United Nations' or other treaty organization's initiatives. As a byproduct of its superb training and evident readiness, the Army contributes directly to the national security objective of deterrence.

The Army in War

The essence of war is a violent clash between hostile military forces to accomplish political purposes. War is undoubtedly mankind's most demanding activity. It is often conducted in extremes of climate and terrain, with

fear, fatigue, and uncertainty the soldier's constant companions. The Army's wartime goal is to apply overwhelming combat power against the enemy's decisive points and centers of gravity, and through swift, decisive action, destroy the enemy's will to resist. By integrating the complementary capabilities of our sister services, the Army seeks to dominate the land battle.

Whenever the capability of the peacetime Army has been allowed to deteriorate, it has lost the first battles of the next war. The experience of Task Force Smith in the Korean War illustrates grimly this military fact. In contrast, as a result of the training revolution that took place during the rebuilding of the Army after the Vietnam War, the Army which deployed to the Saudi desert and destroyed the fourth largest army in the world in one hundred hours had "lost" all of its "First Battles" in realistic training at the National Training Center, Joint Readiness Training Center and Combat Maneuver Training Center. When the Army is trained and ready, it is capable of quick and decisive victory. Preparation and proper resourcing prior to combat ensure that American soldiers do not shed their blood needlessly.

Fighting the OPFOR at the NTC.

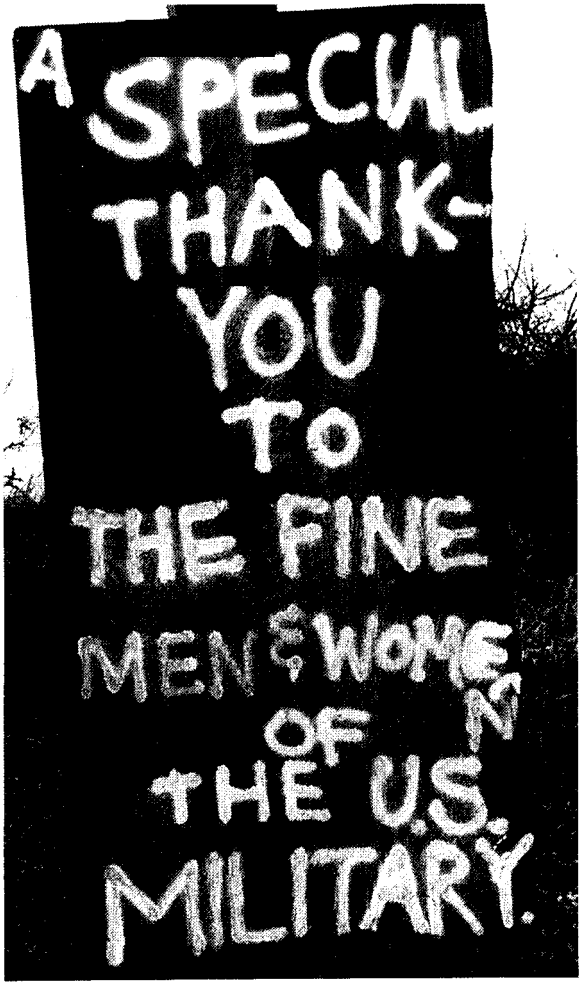
The Army In Operations Other Than War

In addition to fulfilling the paramount mission of providing for the "common defense", America's Army ensures "domestic tranquility" (support to civil authorities, ranging from fighting forest fires to riot control to disaster relief), secures "the blessings of liberty" (by providing citizenship and leadership training to all soldiers in an atmosphere of service to the nation), and promotes "the general welfare" (conducts Corps of Engineer projects and counterdrug operations). These activities notwithstanding, the Army's involvement in domestic affairs is strictly limited by law, reflecting our forebearers' concern about the intrusion of standing armies into civil life.

Fighting the River.

HUMANITARIAN ASSISTANCE AND LAW-AND-ORDER OPERATIONS St. Croix, U.S. Virgin Islands Operation Hawkeye: 20 September-17 November 1989

Legacy of Hurricane Inikki, 1993



A Fine "Thank You".

On 17 September 1989, Hurricane Hugo, one of the most destructive weather systems ever recorded by the National Weather Service, struck the island of St. Croix in the United States Virgin Islands. The hurricane destroyed nearly all of the life support systems for a population of over 50,000; including the fresh water supply, the island's electrical generation capability, and the fuel supply. Food was limited to that in stores and warehouses, and much of that was either damaged or destroyed. Telephone lines were down, and over ninety percent of all buildings destroyed or damaged. Every hospital and medical clinic was either severely damaged or completely destroyed. Every structure of wood or metal, including the homes of the island's poor, was destroyed. Fuel spills created hazardous environmental conditions. The ensuing chaos and total breakdown of law and order resulted in widespread looting and general lawlessness throughout the island. The police department was incomplete disarray. Additionally, from 200 to 600 prisoners had escaped from the island's only territorial prison. On 20 September 1989, the governor requested federal help. President George Bush ordered federal forces to St. Croix to suppress the violence, protect property, and restore law and order. Elements of the Army, Navy and the Coast Guard, along with a contingent from the U.S. Marshals

Service and the Federal Bureau of Investigation (FBI) formed Joint Task Force (JTF) 40 for Operation Hawkeye. The Army element of JTF-40 was a Military Police brigade with medical, engineer and other support personnel. Immedately upon arrival in St. Croix, the 503d deployed three-man teams into the island's two major cities. Looting and other disturbances ceased immediately. Within 24 hours, the MPs were enforcing a dusk-to-dawn curfew. Law and order had been restored. Military police patrolled the island for two months. They provided security for key installations, worked with the FBI and the U.S. Marshals to apprehend all escaped prisoners and to intercept air-dropped bundles of cocaine valued at over $50 million; and carried out extensive training for the Virgin Island National Guard conducted and joint patrols with the St. Croix Police Department. Residents were so pleased that they waged a campaign locally and in the mainland U.S. to retain federal forces for at least a year, if not indefinitely. [A Senior Officer, 1992]

Combat readiness produces an Army whose organization, skills, leadership, and discipline can advance U.S. interests in a variety of operations other than war. These include, but are not limited to, nation and security assistance; humanitarian and disaster relief; counterdrug operations; peace operations; antiterrorism actions; shows of force; attacks and raids; noncombatant evacuation operations; insurgency or counterinsurgency support; and support to domestic authorities.

Combat Readiness at Ground Level.

These are not "nontraditional" missions; America's Army has participated in these types of operations throughout its history. Current trends indicate that the demands placed on the Army by such operations in the 21st century will be greater than ever. Success will be determined by versatility, discipline, patience, measured responses, and sensitivity to political realities. The constant challenge facing the Army is to maintain combat effectiveness while providing to the Nation a full range of services in operations other than war.

Operations other than war precede, follow, and occur simultaneously with war, or may be conducted on a "stand-alone" basis. They are designed to promote stability, strengthen democratic processes, retain U.S. influence or access abroad, assist U.S. civil authorities, and support moral and legal imperatives. Doctrine for these operations complements combat doctrine.

Training Allies.

Operations in this environment create special leadership challenges. There are always interagency considerations and, invariably, significant political dimensions that mandate highly disciplined actions in accordance with complex ROE. Prerequisites for success in operations other than war include sensitivity to the uniqueness of other cultures and an understanding of appropriate use of the necessary force to achieve mission success and to prevent collateral damage. Individual soldiers acting in front of the lens of news cameras can provide visual images of a professional, caring, and competent Army that represents the best of America to a global audience. The activities of individuals and small units can have strategic consequences.

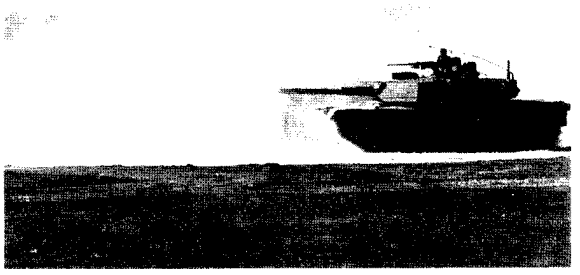
Although operations other than war may be carried out under the jurisdiction of civil authorities in other departments or agencies or at the state level, soldiers are always directed by their own military chain of command and are subject to military regulations. Army leaders must understand the aim of a civil operation and explain it to their soldiers in practical terms. At the same time, they must be able to articulate Army capabilities and limitations to civilian authorities. Success in operations other than war will occur when the Army accomplishes the mission in harmonious action with the other

services, the armed forces of other nations, other U.S. agencies, and nongovernmental or private volunteer organizations. Close interagency coordination and a high degree of cooperation among the members of the civil-military team are essential to advance the U.S. interests which prompted Army involvement in the operation.

Transporting U.S. Marshals.

CHAPTER 6
SUMMARY

The Army's fundamental purpose is to fight and win the nation's wars by establishing the conditions for lasting peace through land force dominance. The demonstrated ability to accomplish this mission supports the overarching national security objectives of deterring war and promoting peace. To be able to deter war, the Army must maintain high quality, trained and ready forces, some forward deployed, the rest capable of rapid deployment. Major hostilities will require rapid expansion of both Active and Reserve Components, as well as the mobilization of the defense industrial base.



The Army's role is to gain victory on the battlefield through the swift, overwhelming application of maximum available combat power. This destructive act must be focused to minimize collateral effects and to promote the peace which must follow. The ends for which combat power is employed must be clear, achievable, and understood by leaders at all levels.

The Army may also be called upon to perform a wide range of tasks in operations other than war. Such operations, including peace operations, require the same level of professional execution as operations in a hostile environment. These missions help secure our national interests and promote peace.

The Army must remain a doctrine-based, values-centered institution, with its moral justification rooted in the fundamental principles cherished by all free people and manifested in the values stated in our Constitution. The Army must be composed of professionals who:

- Live the Army's professional values: Duty, Integrity, Loyalty, and Selfless Service; and

- Develop the core qualities of commitment, competence, candor, compassion and courage in themselves and in those for whom they are responsible.

The success or failure of American national security policy will be determined by well-trained, well-equipped and well-led American soldiers. America's Army stands ready as the force of future victory . . . count on us!

America's Army. . .
trained and ready to fight,
serving the nation,
at home and abroad,
capable of decisive victory,
into the 21st century.

The Victors!

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